Original Articles

SUCCESS: AS APPLIED TO UROLOGY.*

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If to get what one wants is to be successful, then every one desires success, and as success in anything is dependent upon an application of the same inflexible laws, an apprehension of these laws is therefore desirable. Every man who has won success has applied these laws, though not always consciously. The laws governing success, which partly concern thought and partly action, though rigidly inflexible are exceedingly simple.

Since, then, the kind of success that is uninterrupted and continuous is dependent upon such an elementary truth as merely knowing a thing and then doing it, and as we all of us most easily appropriate to our own use those facts which are definitely formulated, it is the writer's purpose to set forth the principles governing success in general and urology in particular.

Neither high humanitarian motives, skill of an unusual order, nor yet a mere desire to succeed financially will bring success. One may have any or all of these attributes and yet be a flat failure. *The first law of success is that one must know what he wants.* A test of whether one really wants to do a thing is whether he enjoys doing it. Primarily, then, does one want to be a urologist? It is necessary to determine this, even though one is already in the specialty, for he may have fallen into it by chance. One must know that he wants to be a urologist, that through urology he finds scope for self-expression.

As a second law it follows that *one must want what he wants.* One either wants a thing tremendously or he in truth does not want it at all. There is no satisfaction in going through life doing something one really does not want to do; mere money can not compensate one for that. If you, for instance, are not happy in your work you are doing yourself and your specialty an injustice by continuing to do the thing you do not want to do.

Having decided that one wants to be successful he must be determined he will succeed. There can be no wavering. It is necessary that one believe in himself, else how can he expect such belief of others.

One must learn the mastery of his creative power. If one is to build success he must learn to see things, must learn to compose his picture, arrange and rearrange it. Imagination is the talent for creating images. This picturing is what every one does, and the result is in proportion to whether the pictures be great or merely commonplace. One's results can be no greater than his picture; anything that man can picture he can, through properly directed efforts, cause to take form.

Any man can in his mind make any picture on any scale to which his fancy dares aspire, and his picture must take form if his actions are in accord with the principle that as man seeks advancement for himself his progress shall carry others with him. The dreamers of yesterday have made possible the concrete miracles of to-day; and the same creative process applicable to others' affairs may equally well be adapted to urology.

Consider the young urologist. He has perhaps rented modest space consisting of no more than one general room and the half of a waiting room. This beginner must at first play all the parts—doctor, nurse, secretary and technician. The equipment we may assume as meager.

By what methods shall the novice expand his quarters, and how acquire a considerable practice? Will he be forced to enlarge his space through a press of work that gradually crowds him out of his one room, or will he fit up other rooms and then fill them with patients? If he knows the laws governing success he will adopt the latter course. He will vision himself at work in larger quarters; he will see himself presiding over elaborately-equipped rooms. Surrounded by competent assistants in his picture the man of purpose will see himself the genius directing his institution. A builder could not erect an edifice without his plans constantly before him, no more can another construct the thing he desires without his vision before him. One must live continuously with his animated plans.

And in quite another way can the trained imagination be made use of; granted adequate preliminary training, one keeps abreast of the times by reading and observation, and by constantly doing one's self.

Here again one's powers of creation may serve him well. Through imagination one learns to perfect his technique; through its use one learns to train his mind and eye and hand. Whatever one has ever read or seen or conceived, one can recollect and visualize. It is within one's power at any time to set up before his mind's eye a moving picture and to throw on the screen any operation he has ever seen, or read of, or himself devised. One can run the reel over and over again; one can slow down the action; one can stop any place and analyze—one can go back and repeat. One can do more than this: in his mind's eye he may, if he teach himself how, draw the screen up close, step into the picture, take part in it, dominate it. Every successful man has actually done these things, but not always has he done them consciously.

Success is possible to any man who has the will to succeed. Imagination, that busy factory wherein one conceives life's designs, is never idle. Where the creative faculty functions without direction, perhaps half the pictures are of doubt and failure, while another large portion are only blurred and indistinct. Like all other energy, the imagination needs direction.

As there is nothing supernormal about the other forces of the mind, neither is there anything mystic about the will.

The peculiar province of the will is to keep the mind at work in the way one wants it to work. If one has set his heart upon being a successful urologist, the work of the will is to keep his mind

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upon that subject. Pictures of the things one sincerely desires come almost unbidden and are held without effort, while the things one wants only half-heartedly come with effort or even not at all.

These mental attributes to success are essential to its attainment; no one has ever otherwise achieved his desires, and it is inconceivable that any one ever will. But one may earnestly desire to succeed, and have all the determination in the world, and make beautiful pictures of his intentions, and yet never become anything but a flat failure; he may never be anything but a visionary, if his thinking is not attended by proper action.

Because the practice of medicine is one of the humane professions is no good reason, since most of its members are dependent upon it for their livelihood, why it should not be conducted in a business-like manner. One is not advancing the idea that the financial part of any branch of medicine is the prime matter for consideration, but it does not lie within the scope of this article to discuss the profession's relations to the humanities further than to fully and heartily concede they are paramount.

In order to do good work and give expression to his humane impulses, one requires many things which it takes money to buy—equipment, library, opportunity for study, and so forth. One does not desire these things for himself, but for his work. It is therefore only just and right that the people for whose benefit these things are acquired, and for whose service this enlarged knowledge is sought, should furnish the money for their acquisition.

The business side of medicine is as honorable as the business side of anything else; it is as exactly as honorable, and no more so, as the individual himself. The medical man has for sale knowledge, skill, and service. To succeed he must know how to sell his commodities, and he must be particularly careful to deliver to the purchaser honest wares worth the money the buyer pays for them. When a patient comes to a doctor's office—if a homely illustration may be pardoned—he is a shopper; the physician is in the same relation to him as any other salesman. The patient comes to purchase a diagnosis and to determine whether he shall also invest in such services as the medical man has to offer. It is therefore incumbent upon the seller, in common honesty and as sound business, to give the purchaser in exchange for his money an opinion that is not only worth what is paid for it but a little more. That, I take it, is one of the most important points to bear in mind all the way through—the giving of a little more than is paid for. Consider it well, the seller receives money, therefore a profit. He does not give back money for money, but if he gives in return for the money he receives what the buyer feels is of more value to him than the money he has paid, then he, the buyer, has also made a profit. If every patient is made to feel that at each visit he has received something more in restored health than what he has expended in cash he is a happy and contented purchaser.

As men in other occupations have regular hours of work, the physician too should determine what regular hours he purposes to devote to his work; and having determined these hours they should be observed.

An engagement is a contract to do a certain thing at certain time, and no contract is to be broken lightly. When one sets forth that he has certain office hours he has entered into a contract with the public, and when he violates this contract he has done an unrighteous thing which works an injury to himself, his associates or assistants, and his clientele.

As one is under obligations to have as regular hours of work as a laborer on a section-gang—only longer hours probably—and if one is to keep his self-respect, and is going to be a competent urologist, he will probably have to work even harder than the section-hand.

One must do a great many things, perform a great number of actions, either mental or physical, and it is essential that each and every one of these actions be effective actions. One must do every day all that he can do that day. No one needs to overwork, and each individual knows what he can do without hurting himself, but he must be honest with himself, and by doing so he will frequently discover that he has done less than he could rather than more than he ought.

What is done to-day must in each small thing be successfully done. Hardly any day is made up of big things but of a multitude of small things. If all the small things of the day are successfully done, then it is a successful day. If one's successful days greatly outnumber the days of failure, then life is successful.

One performs his actions effectively by keeping before him his plans, by calling to his aid the animated images he has previously created. To do really large and difficult things takes a stout heart and high courage, takes confidence and belief in one's self. Confidence can not be taught nor purchased. Confidence is a manufactured thing, the joint product of self-suggestion and imagination; consequently man must prepare himself beforehand for difficult tasks, and when the tasks come to hand he must not, panic-stricken, forget nor lay aside the machinery wherewith he manufactured his confidence. Action and thought must go together.

Effective action must be extended to everything having to do with success. Office management, the management of patients, and so forth. Take the matter of a waiting-room. Patients come to the waiting-room during office hours because one has contracted to see them at those hours. If there is one patient he can be treated in the single room with which one may have begun; they will not remain if they must in succession wait for one table in one treatment room. A full waiting-room may be a good advertisement, but it is nowhere nearly as good an advertisement as full treatment rooms, nor is it as satisfactory to either the many patients nor to the urologist who enjoys his work.

No man can stand still; the day he ceases going forward he begins to go back. In common

with all life, man is under the necessity of growth. There is no such thing as reaching a certain point and from thereon taking it easy. Through growth the urologist will not only increase his ability, but he will expand his plant. From the one-room office and the single table, the young urologist will develop many rooms, increased facilities for treating many patients at the same time. If his vision has included these things, he will have his own well-equipped laboratory, his own Roentgenological department and facilities for developing his plates in his own plant. There will also be one or more properly furnished rest-rooms. A well-furnished surgery where minor operations may be performed. In a word, the finished office will be so complete in every detail that it shall never be necessary to turn outside the office for appliances, for any assistance in the performance of diagnostic technique, or for anything less than a major surgical operation. The advantages of all this concentration being the conservation of time and the satisfaction of having diagnostic procedures under one's own supervision.

As one expands, acquires new equipment and space, he must never delude himself through a false sense of economy into acquiring anything falling below his conception of what is the best obtainable at any cost. And, if one's office is to be an expression of himself, no piece of apparatus will be added, and no technique, laboratory or otherwise, adopted but what he is master of it. This does not mean that one will actually do all the work himself; he will require many assistants.

Perhaps with a man's growth and, consequently, necessary dependence upon others to do many things that the limits of time make it impossible for to do personally, nothing is of more importance to his success than the people he selects to be his assistants.

Your institution is you; it is your expression of what you are, of what you believe, and of what you are capable of performing. In the same sense your assistants must also be but an expression of you. In the work you do, your life's work, your assistants are your brain expanded, your hands and your eyes multiplied. In so far as the conduct of your work is concerned, there can be no room for the expression of individuality on the part of your assistants, and their pride should be that through loyalty and belief in you they sink their identity in you. This applies to your institution and its purpose only, of course, as seems almost unnecessary to say.

As you of yourself do all that you can do each day, as you neglect till to-morrow none of the things that are to be done to-day, then neither can you permit that those who are extensions of yourself violate your convictions by inharmonious thought or action.

You must be a firm and wise administrator. You know what you want and you must require its performance.

But whereas those who assist you are in a sense you, in quite another sense they are individuals. As you desire to advance and get what you want, you must appreciate that those who make possible your larger advances have also the same desire for advance and growth as you have. It is necessary then, and your true success depends upon it, that you provide means whereby those who work with and for you may see before them the open road to a larger share in the rewards of the work of what by now has become an institution.

This, then, comprises all that is necessary to the achievement of success; if some of it is of general application that is none the less a reason why it is not specifically applicable to the specialty of urology, and to attain any degree of conspicuous success no proposal advanced may be safely ignored.

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STIFFNESS IN THE EXTREMITIES FOLLOWED BY ACCIDENT AND INJURY. *

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The object of this paper is to attempt to classify some of the causes of stiffness following injuries to and operations on the extremities.

We are all familiar with the fact that after operation or injury stiffness is one of the most disagreeable and trying symptoms that arises. Stiffness may be due to lesions in practically any or all of the structures that go to make up the extremity. The first stiffness of which a patient complains after immobilization of the part, particularly in the lower extremity, is due to oedema —lack of vascular tone and muscular activity. When this is the only cause the condition is temporary and with resumption of muscular activity soon passes off.

In considering the other causes of stiffness, I think it may be well to take certain examples and use them as types. First, bony changes. Apart from the gross deformity following injury the principal cause of stiffness is chronic arthritis with the upbuilding of bone predominating. Take, for example, a fracture about the ankle. The fracture is immobilized and after, say, three months the patient is told he can go to work. The surgeon says three months is a long enough disability for a fracture near the ankle. The man attempts to work but finds he cannot. The ankle is painful, perhaps, and is stiff. He goes about six or eight months, or a year, when finally an X-ray shows the presence of chronic arthritis. Search is then made for the points of origin of focal infection. Usually it is easily discovered in the mouth about the teeth. These are then attended to, but the permanent damage has been done. It seems that injury near a joint predisposes that joint to chronic non-specific arthritis. There is an opportunity here for a lot of investigation—the relation of trauma to the production of chronic arthritis. I would here issue this warning: In the care of injuries in and about the joint, look after the sources of focal infection, especially the teeth, and this should be done immediately and not wait until arthritis develops.

In this same group of chronic arthritis the cartilages are not infrequently, perhaps invariably, affected. They take part in the process and at an earlier stage than the bony change become visible. I recall one man who had, fourteen months after

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